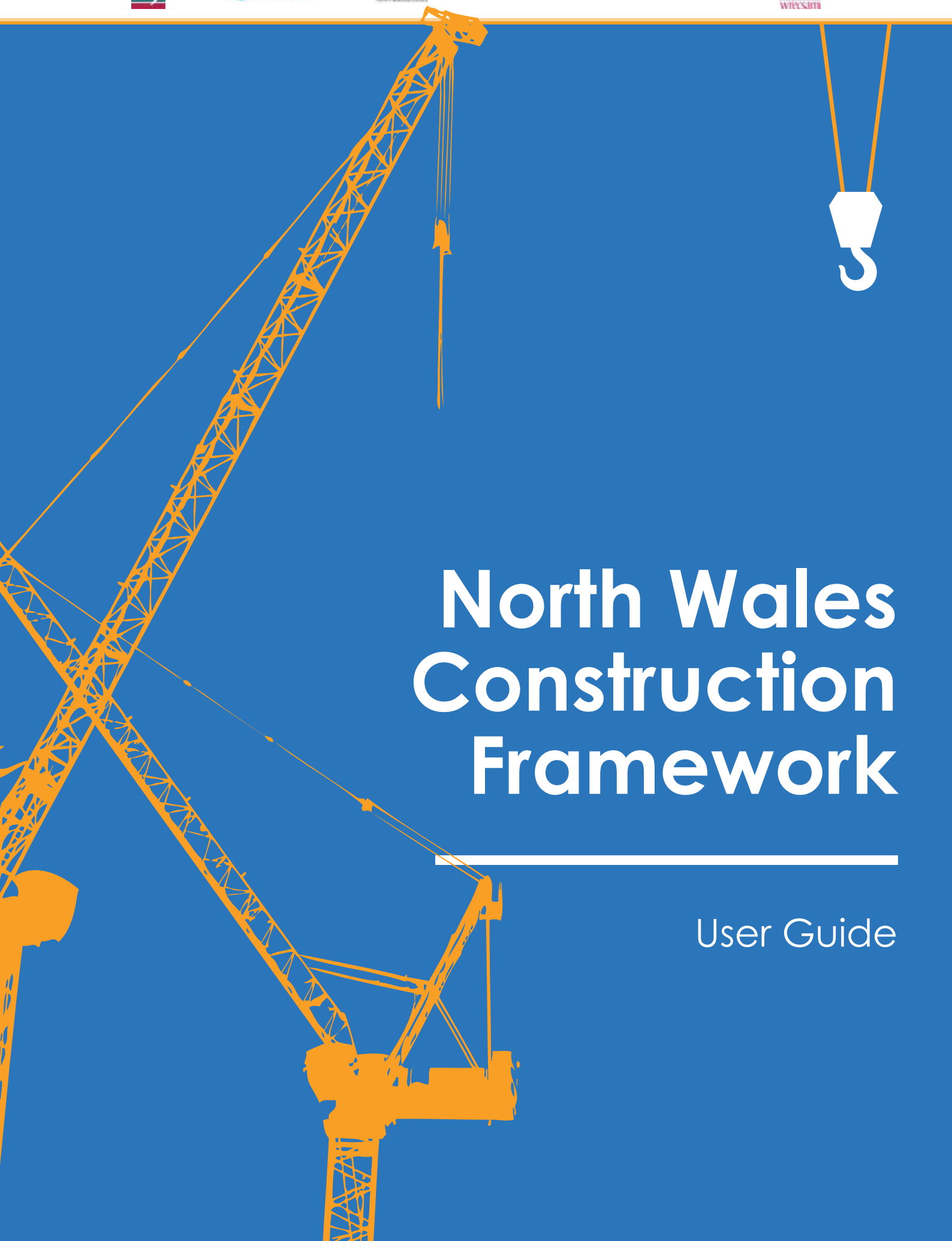

North Wales Construction Framework

User Guide

FAQ

What do I need to do to use the Framework for my project?

Step 1- Register the project

1

- Through Expression of Interest form if not a NW local authority, or Registration form and submit to Framework Manager

Step 2- If NOT one of the NW local authorities

2

- Sign the Charter and Access Agreement. Contact Framework Manager for support.

Step 3 – Prepare Mini Tender documents

3

- Set up initial meeting with Framework Support Team (Framework Manager will help set up)
- Set up project team to inform mini tender template
- Complete the mini tender template
- Agree type of contract to be used
- Set specific Quality questions (including Community Benefits, specific support available via Nina Ruddle, Value Wales)
- Agree Q/P weighting (within Framework parameters) and scoring/ evaluation
- Set project specifc KPIs (Framework KPIs are set already for each project)
- Agree pricing approach depending on type of contract used
- Agree interview questions and scoring if to be used
- Agree timescale for return of mini tender (4–6 weeks depending on complexity)
- Agree scoring and evaluation teams (ensure enough details recorded so that constructive feedback can be given to all Contractors. Set word limits to responses)

Step 4- Send out mini tender to all Contractors in selected lot

4

- Via e procurement route (proactis, bravo etc) if possible or;
- Usual procurement route

Step 5- Evaluate mini tenders in accordance with weighting

5

- Benchmark selected tenders against schedule of rates submitted at Framework level for all Contractors
- Interview if necessary and evaluate Quality questions
- Agree successful contract through usual channels

Step 6- Appoint Contractor

6

- Issue letters to successful and unsuccessful Contractors
- Provide constructive and detailed feedback
- Issue contracts to successful contractor including contract clauses for Community Benefits, delivery, monitoring of KPIs and completion of the Community Benefits Measurement tool

Step 7- Start up meeting with Contractor

7

- Agree methods of operation
- Agree targets and KPIs
- Agree the Employment and Skills Plans with Contractors

Step 8- Start on site

8

- Monitor KPIs and report to Framework Manager
- Manage contract and issues/ risk through the operational board and strategic board, if appropriate, share project data at operational board meetings
- Project management, attend SIG if appropriate

Step 9- Completion, handover and post Construction Review

9

- Case study and Review of KPI performance, post occupancy Review with clients

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1. Executive Summary

The North Wales Schools and Public Buildings Contractor Framework (NWSPBCF) is part of a number of Collaboration Programmes between the six North Wales Authorities (Denbighshire County Council, Conwy County Borough Council, Flintshire County Council, Gwynedd Council, Wrexham County Borough Council, Ynys Mon County Council) to address the Programme for Wales' priorities. It is the first generation of local authority-driven Construction Framework in North Wales and will serve as a catalyst for changing the way that Construction projects are procured in the region.

The Framework has been established for the efficient delivery of the "21st Century Schools Programme" with an approximate combined value of £200 million.

Delivering "Community Benefits" is at the heart of both the procurement approach and the coordination of the investment into the 21st Century Schools Programme, with a view to unlocking wider economic, social and environmental regeneration. There is a core set of Community Benefit principles which have been agreed by the six North Wales Authorities, who will each work in partnership with the successful Contractors to ensure that these are delivered.

The Framework has been built on an ethos of openness and flexibility, achieved through continuous engagement and two way communications between the Authorities and Contractors / suppliers. The Framework may also be utilised by other public sector bodies across the region. List can be found at appendix 1.

Purpose of this document

The purpose of this guide is to give clients a quick understanding of the Framework's processes and ethos.

To give a clear guidance of how the Framework should be used and the principles on which it will be managed.

Participating authorities and other public sector bodies should develop their own individual working procedures that comply with their own contractual procedure rules and the Framework principles.

Framework documentation is developed collaboratively by the Framework Management Team and the Operational Management Board.

All Framework documentation will be subject to regular review and development and will be available electronically.

Benefits

There are a number of potential benefits to be achieved by using this Framework namely:

- The Framework has already carried out a tender process which is fully compliant with UK and European Procurement Law – thereby saving you valuable time and resources with greatly reduced procurement timescales. There is no need to advertise the requirements and there are no minimum time periods within the process to which you must adhere.
- The opportunity to have a forum for learning, developing and improving the way in which participating authorities and other public sector bodies deliver Construction projects, encouraging collaboration.
- Contractors listed on the Framework agreement have already been assessed for their operational, technical and professional conformance and capabilities.
- Pre-agreed terms and conditions are imbedded into the Framework agreement.
- The Mini Tender procedure ensures that projects can get underway quickly and efficiently.
- Framework support, with the monitoring of Contractors through KPIs, benchmarking against industry standards and encouraging continuous improvement.
- Forums and special interest groups to encourage shared learning, skills and knowledge.
- Innovative initiatives such as project bank accounts, BIM and National Construction Skills Academy.

The Framework agreement will be centrally managed and monitored by Denbighshire County Council.

Through the governance structure the benefits of the Framework will be monitored. An annual performance report will be produced to highlight progress against milestones and delivery of benefits.

2. The Framework Agreement

Background

The Framework is a collaborative project funded Welsh Government Department for Education and Skills. The implementation was led by Denbighshire and Flintshire County Councils on behalf of the 6 North Wales authorities.

As part of the 21st Century Schools Programme one of the key requirements is that local authorities are to procure all proposed Construction works through a regional collaborative procurement approach hence the need to create a North Wales Framework.

Alongside the regional Framework, the principles adopted through the Framework will be applied to projects valued below the OJEU threshold across the region. This will ensure consistency, drive delivery of the community benefits, develop continuous improvement and set new benchmarks for best practice.

Aim, Vision and Objectives

AIM: to provide a simple, cost effective, easy to use and transparent process to manage the delivery of the Schools Programme collaboratively in North Wales.

VISION: the approach will be to partner with excellent Contractors who will engage positively with users and their consultants to provide Construction services that will deliver "Future Schools" and other public sector buildings, for value for money and for the benefit of local communities.

OBJECTIVES: to contribute to the promotion of environmental, social and economic regeneration

- successful completion of ambitious Projects
- establishing of sound and stable relationships with Contractors
- development of efficient, mutually beneficial working relationships
- value for money and the reduction of costs maximising the efficiencies of scale, volume and certainty in imaginative and innovative ways
- good quality design and innovative proposals that satisfy or exceed specified standards within established financial budgets
- improvement of the quality of schools and service delivery
- energy efficient to reduce carbon emissions, fuel costs and other life cycle benefits and also maximise the use of renewable energy measures
- use of modern methods of Construction and innovative Construction techniques

- the promotion of compliance
- sustainable approach
- reduction of capital cost and whole life costs
- reduction of design, supply and Construction time
- reduction of defects and aim for zero defects in the Construction work
- increase in predictability and productivity
- the promotion and achievement of Community Benefits

Who can use the Framework?

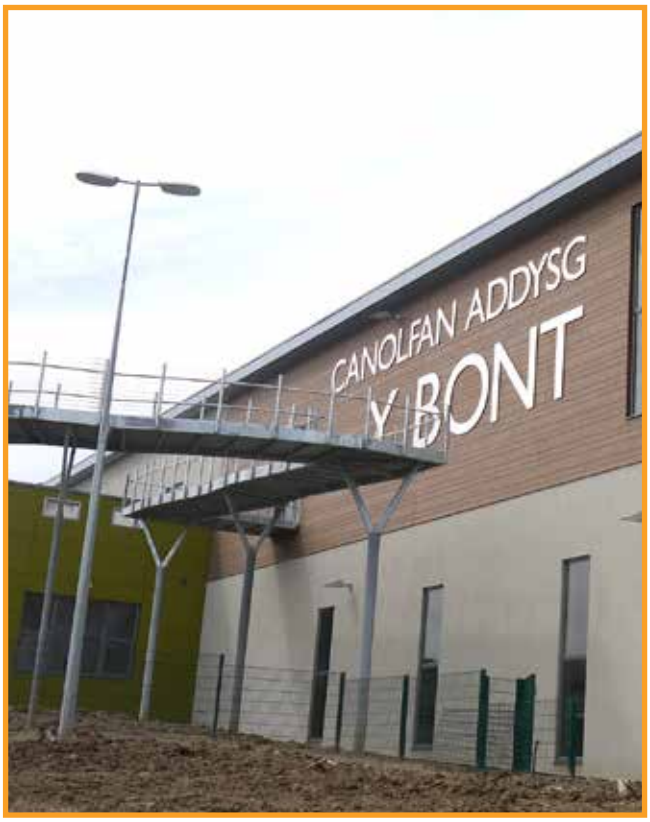
In addition to the NW Authorities, other public bodies may access and use the Framework.

A list of Authorities, public bodies and potential additional users is set out in Appendix 1.

Types of Work

It is anticipated that this Framework will be used to procure via mini tender a wide range of education-related Works under the Framework which may cover (but will not be limited to) the following educational facilities:

- primary schools
- secondary / high schools
- sixth form / further education facilities
- early years / nursery / day care facilities
- special educational needs and learning facilities



Although the Framework will primarily be used in connection with the Schools Programme, users may also utilise the Framework to procure non-education Projects, which may cover the following local authority / public sector buildings and / or facilities:

- leisure facilities
- council and other offices
- visitor centres
- storage buildings
- community facilities
- emergency services

Please note that this list is not exhaustive.

The Framework WILL NOT cover the procurement of development agreements and wider social housing Construction or refurbishment.

Types of Project Delivery

The Framework will focus on two procurement methods:

- design and build
- construct only

For any "design and build" Projects, the degree of user design will be decided upon by the relevant user at mini-tender stage for that Project.

The Framework encourages and promotes "early contractor involvement" where appropriate.

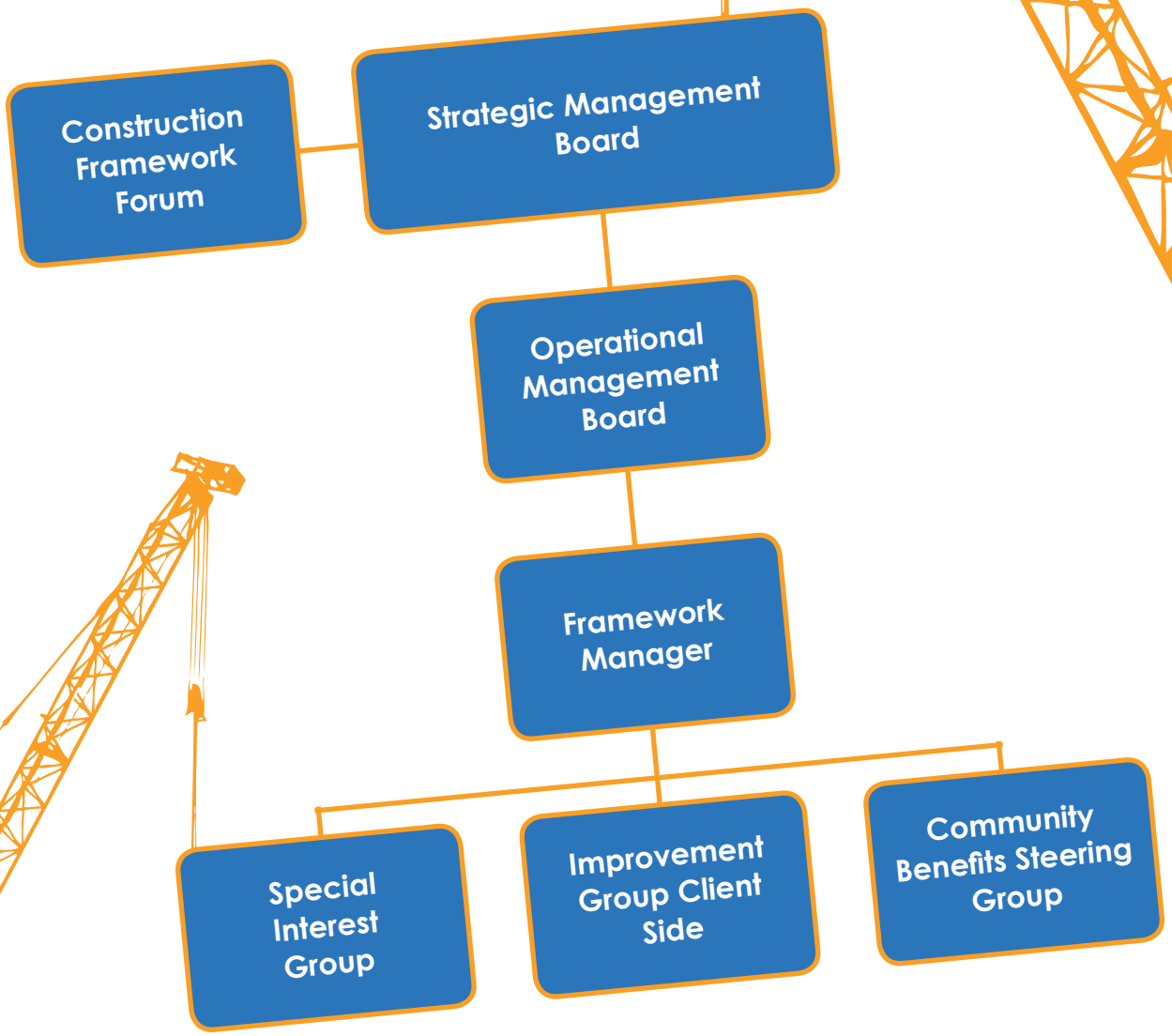
In addition to these procurement methods, the following additional pre-Construction services will also form part of the Framework.

- Pre-Construction services
- options appraisals
- feasibility exercises for refurbishment
- remodelling and extension to premises
- production of case studies

Post-Construction services:

- contribution to post-occupational evaluation studies
- promotion of “lessons learnt”
- contribution towards on-going research
- promotion of best practice

Please note that this list is not exhaustive.



Framework Lots

The Framework is structured under three Lots, which have been divided by reference to the estimated value of the Projects

Lot	Project value bands	Contractors on the Framework	Type of Works
1	£4.322m > £7.5m	Kier Construction Ltd Balfour Beatty Construction Services Ltd Galliford Try Read Construction Holdings Ltd Watkin Jones Wynne Construction	• new build • re-modelling • refurbishments The above may potentially include (but not be limited to): • listed buildings • external works • contract design (design and build) • other Construction works (e.g. structural work, asbestos removal, demolition, modular / volumetric Construction etc.)
2	£7.5 > £15m	Kier Construction Ltd Balfour Beatty Construction Services Ltd Galliford Try Watkin Jones Willmott Dixon Construction Ltd Wynne Construction	
3	£15m+	Kier Construction Ltd Balfour Beatty Construction Services Ltd Galliford Try	

Contractor

All appointed Contractors are to participate in forums and working groups with the objective of sharing information and best practice.

Collection of KPI data is essential to the management of the Framework and therefore Contractors are responsible for collection and forwarding of data as required.

Cost saving and collaborative working is key and Contractors are expected to actively promote this.

Framework Management

A Framework Manager is in place for the duration of the Framework to ensure that:

- There will be a commitment to best practice and collaboration between all organisations involved in a Project.
- The users will, under their respective Projects, champion best practice in design, team working, innovation, Health and Safety and sustainability and demand an appropriately trained and qualified workforce.
- The project team identifies and manages project risk from the outset.
- "Community Benefits" are delivered by both the user and Contractors in accordance to the Employments and Skills and Community Benefits Plans respectively.
- The Framework will be monitored to ensure compliance e.g. Reviewing mini-tender documents used by users and Contractors.
- KPI data will be collected periodically for all projects and reports produced accordingly. Data will also be used for reporting and analysing purposes.
- Documents are produced for the users of the Framework to aid efficient and quick selection of Contractors. The Framework Manager will also arrange relevant training as necessary.
- The coordinating of contractor meetings and forums such as special interest groups to aid continuous improvement and shared knowledge.
- Promotional activities are undertaken to ensure Framework used to maximum potential.
- Framework performance is reported to Operational Board and Strategic Management Board and others as appropriate.

Workshops and Training

Introductory meetings providing support and guidance on how to use the Framework will be held by the Framework Management Team to ensure all participating bodies are aware of the process and operations of the Framework.

These training sessions will be held in a discussion format where practical advice and guidance will be given and will provide an opportunity for users to contribute ideas.

In addition to these sessions workshops and other group sessions will be held as the Framework progresses.

3. Framework Operation

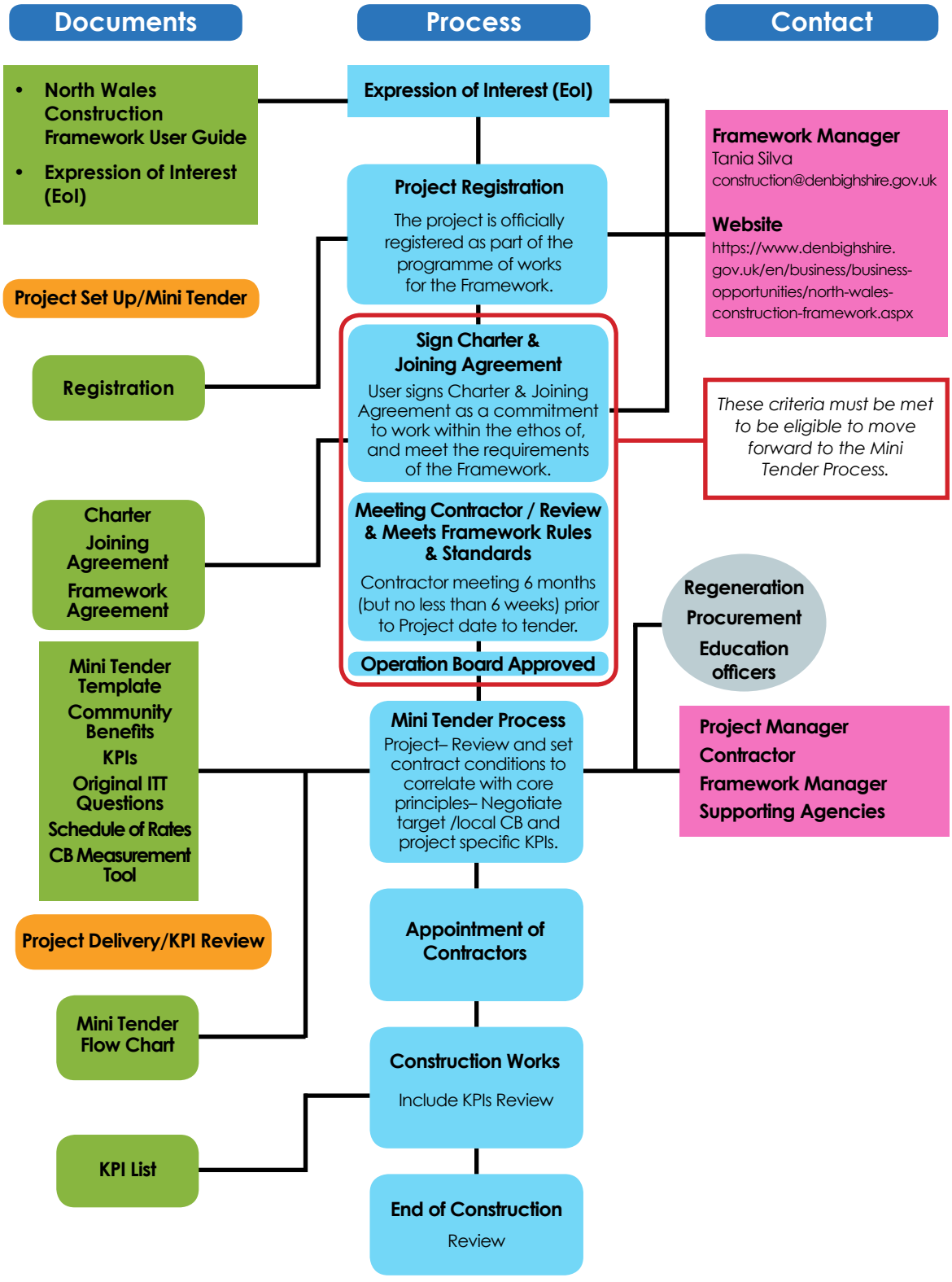
Users considering using the Framework should, in the first instance, contact the Framework Manager to arrange an initial meeting to discuss the proposed project and way forward.

The Framework Manager will provide information on how to access the Framework and provide templates and guidance on the mini tender process.

If a Public Sector body named on the Framework wishes to use the Framework, they must sign the Framework's Charter (Appendix 2) and comply with the Framework Agreement.

How to appoint a contractor

As part of the process of appointing a contractor it is in all cases the responsibility of the user to make the appointment and is not part of the Framework Management Team role.


Documents
Process
Contact
North Wales Construction Framework User Guide
Expression of Interest (EoI)
Expression of Interest (EoI)
Framework Manager
Tania Silva
construction@denbighshire.gov.uk
Website
https://www.denbighshire.gov.uk/en/business/business-opportunities/north-wales-construction-framework.aspx
Project Registration
The project is officially registered as part of the programme of works for the Framework.
Project Set Up/Mini Tender
Registration
Sign Charter & Joining Agreement
User signs Charter & Joining Agreement as a commitment to work within the ethos of, and meet the requirements of the Framework.
These criteria must be met to be eligible to move forward to the Mini Tender Process.
Charter
Joining Agreement
Framework Agreement
Meeting Contractor / Review & Meets Framework Rules & Standards
Contractor meeting 6 months (but no less than 6 weeks) prior to Project date to tender.
Operation Board Approved
Regeneration
Procurement
Education officers
Mini Tender Template
Community Benefits
KPIs
Original ITT Questions
Schedule of Rates
CB Measurement Tool
Mini Tender Process
Project– Review and set contract conditions to correlate with core principles– Negotiate target /local CB and project specific KPIs.
Project Manager
Contractor
Framework Manager
Supporting Agencies
Project Delivery/KPI Review
Appointment of Contractors
Mini Tender Flow Chart
Construction Works
Include KPIs Review
KPI List
End of Construction
Review

Selection – Mini tender

Building Contracts will be awarded under each Lot exclusively by mini-tender, in accordance with the procedure set out in the Contractor Framework Agreement.

The mini-tender will be undertaken by reference to a mixture of criteria including cost, quality and KPI performance assessments.

Authority issues Mini Tender
• Annex 1 Mini Tender Rules
• Annex 2 Form of Mini Tender (including Community Benefits)
• Annex 3 Evaluation Criteria
• Annex 4 Building Contract
• Annex 5 Programme Brief
• Annex 6 Pricing Schedule
• Period for return of Mini Tenders
Contractor confirms intention to submit a Mini Tender
• Confirm intention to submit within 5 days
• Cut off for final queries is 10 days before Mini Tender return date
• Contractor returns Mini Tender forms plus proposals for the Project, completed Pricing Schedule and any other supporting documents
Authority evaluates Mini Tenders
• Criteria for evaluation
• Provision of a PCG or Performance Bond
• Authority may seek presentations and interview as part of evaluation
Authority issues Building Contract
• Contractor signs the Buildings Contract and returns the agreement within 10 days
• Agree Community Benefits Plan within 60 days
• Agree targeted recruitment and training plan
• Agree project level KPIs
Authority notifies unsuccessful Contractors
• Contractor delivers project
• Regular monitoring & reporting to Framework Manager by contractor and user

Expression Of Interest Template can be found at Appendix 4

Registration Form can be found at Appendix 5

Design and Build Mini-Tender

Design and build Projects will involve early stage design duties being undertaken by the relevant user to set-out the employer's requirements. The employer's requirement document will then be presented to the relevant Contractors with the mini-tender documentation.

Following the completion of the mini-tender process, the remaining design will be completed by the successful Contractor, either utilising the relevant users novated design team, or through the Contractor's preferred design team.

Full design Mini-Tenders

Full design Projects will involve the majority of the design duties being undertaken by the relevant user (either in-house or via a design consultant). The project design will be presented to the relevant Contractors with the mini-tender documentation.

Where a full design approach is considered appropriate by the relevant user it is less important to engage the selected Contractor as early in the design process, as the design role will not transfer to the Contractor.

Early Contractor Involvement

ECI often results in a more complete approach to design, with the experience of both the designer and the Contractor taken into account early in the design process. This can result in lower project costs and safer working practices and applies to D&B and full design routes.

Accordingly, prior to each mini-tender, workshops may be held where ECI can be introduced to the design process without unfair bias being given to one or more potential Contractors.

Workshops may be held at any RIBA stage prior to a mini-tender, however the earlier the Contractor is involved in the process, the more likelihood their influence will produce a measurable effect on the design process.

ECI may also occur soon after Mini Tender, as Contractors could be brought on board and join the design process.

Novation

It is envisaged that in most cases the initial project brief will be set-out by the user. In some cases, where a design and build type approach is desired, the design responsibility may transfer to the Contractor at a point which suits the procurement method, the project programme, and the users requirements.

Some users may opt to transfer their appointed design team to the Contractor for the remainder of a Project.

4. Quality

Principles

One of the key objectives of the Framework is to improve project delivery by monitoring individual project performance in areas such as cost and time.

Project Review meetings will take place periodically to assess the evolution of the projects, this will align with the project programme.

The number of Reviews will depend on the complexity of the project.

It is paramount that all stakeholders, including the user, designers, Contractors, key sub-Contractors and end-users, participate in these Reviews in line with the ethos of the Framework of an open collaborative approach that leads to constructive challenge.

Key Performance Indicator (KPI) measurements are collected periodically and at the final Review of every project or programme of work.

Data Management

The Framework Management Team will regularly collect information on the projects in order to track trends and performance. This data will then be used to benchmark against other projects, Construction industry data and other users data.

The KPI engine will provide the mechanism for collecting the performance data of each contractor, project and user.

Data will be collated and regular reports issued on the Framework performance.

Process

The following guidance defines the minimum Framework requirements. The Reviews are not intended to duplicate or replace more extensive Quality Assurance processes that may already be in operation by the user.

Fit to proceed to contractor appointment

To engage with the contractor from an early stage is the most efficient way to use the Framework, however, there are cases in which there is no certainty of whether the project will go ahead. In these situations it is important to manage the amount and the possibility of abortive work.

To manage this situation it is important to consider the following prior to procurement.

- The probability of the project reaching Construction stage. If pre-Construction work is required by the Contractors, is there a budget for abortive cost?
- Has the funding been confirmed? Does it match the expectations of the client? Is the fund holder fully engaged and is a realistic programme and brief in place?
- Can we achieve efficiencies using economies of scale?
- Is there enough pre-Construction time to maximise the benefits from two-stage collaborative working?
- Is the collaborative approach widely accepted?
- Are there any unusual project risks or special considerations that should be disclosed at mini tender?

End of Construction Review

The Framework Manager will consult with project Managers and Contractors regarding an end of Construction Review. This Review will be undertaken as soon as practically possible after completion.

In addition to KPI data, lessons learned information will be required detailing what went well and not so well. Questionnaires will be used to gain information from the users.

A summary of the project along with photographs will also be required so that these can be used in Framework publications.

People and Customer Satisfaction Review

Questionnaires have been created to collect data from projects. These are to be completed as soon as possible after the project completion data.

These questionnaires will collect contractor performance, client team performance and Framework management performance.

There will be no distinction between participants and an average score will be used to score performance. Please note that this data will always relate to organisations, teams or companies and not to individuals.

Framework Performance Indicators

Key Performance Indicators

The users will establish and manage key performance indicators (KPIs), which the Contractors will be required to adhere to, to ensure that the performance of the Framework, individual Projects and the overarching Programme are monitored and measured.

There are KPIs set at a Framework level and KPIs at a Project level. The first ones will be established by the Operational Management Board (OMB) and the second ones by the specific project team.

Performance standards will be reported regularly to the OMB and Strategic Management Board (SMB) for Review. Contractors must engage in the use of a performance management regime that embraces these KPIs and is focused on Project / Framework performance and "Community Benefits."

Frequency and Method of Collection

The Framework management team have developed a performance measurement system and this will be available via an online system.

Contractors must report on any Project awarded under the Framework through this system. The data will be collated on a regular basis by the system and will be managed by the Framework Manager who will liaise directly with the relevant Contractor(s) and the delegated Project Manager for each user and report the data to the OMB and SMB.

Monthly data collection will ensure that any slippages in performance are identified sufficiently early so that action can be taken to rectify slippages and ensure continuous improvement.

Value of KPIs and Review

The KPIs will be used to monitor the performance of each Contractor appointed under the Framework but also there is a built in opportunity for 360 degree Review whereby the delegated Project Manager for a Project and the relevant user can be assessed on particular areas so that the users each have the opportunity to identify areas for improvement and not repeat errors or mistakes.

This data will be shared at the OMB level so that new ways of operating, best practice and special areas of development can be identified. These results, where necessary, will also be reported to the SMB.
A list of KPIs can be found at appendix 3.

Special Interest Groups, Improvement Groups and Community Benefits Steering Group

These groups are dynamic, open forums to facilitate and promote a partnership relationship between the Framework Users and the Contractors with the aim to improve procedures, share knowledge and best practice.

Workshops will improve the way we work together focusing on the Framework objectives, to share the different approaches towards solving problems and finding better ways to work. Initially these groups will highlight improvements which can be incorporated into the Framework operation process.

Annual Health

The Framework Manager will undertake project checks on a regular basis and keep control over the projects accessing the Framework to ensure that the project spend remains under the total value of the Framework. There will also be regular checks to make sure that the Framework is operating within guidelines, to promote its use and to deliver tangible benefits.

5: COMMUNITY BENEFITS

NORTH WALES FRAMEWORK COMMUNITY BENEFITS PROCESS

- **Targeted Recruitment and Training (TR&T) —**78 weeks of apprenticeships/work experience/ training and/or employment for disadvantaged groups, long term unemployed, Not in Education, Employment or Training (NEETS), disabled, economically inactive for every £1m spent
- **Supply Chain Initiatives**
  - Open opportunites for Small and Medium Enterprises (SME) to bid – advertise Tier 1 on sell2wales
  - Organise 'Meet the Buyer' events
  - Promote equality and diversity through supply chain
  - Embed the use of the Fair Payment Charter (principles from National Construction Procurement Strategy)
- **Promotion of Social Enterprise & Supported Business**
- **Contribution to Education**
  - Education–Work placements
  - Volunteering at school/college open days and events
  - School Visits
  - Support for Curriculum topics– Numeracy and Literacy
- **Community Initiatives Environmental**
  - Site visits
  - Community Days
  - Wider Community Initiatives
  - Support for local youth or community groups
- **Other**
  - (This list is not exhaustive)

AGREED CLIENT PROJECT SPECIFIC PRIORITIES:

TR&T– Which target groups do you want / need to target? Add into Mini competition question….with a particular emphasis on specific target groups

Other Community Benefits—agreed priorities and fill in on CB Programme Template (see template)

AGREED P/Q Weighting—CB Element

PRIORITY SETTING MEETING– PROJECT TEAM

Procurement, regeneration, Communities First, Client (educationalist), Research/policy team, Design, consultants, Employment (Job Centre Plus), Planning, Training officers

COMPLETE MINI COMPETITION TEMPLATE

- Complete TR&T Target Groups
- Complete Other Community Benefits priorities– add into the Client priority section of the Guide.

COMMUNITY BENEFIT PROGRAMME

- Ensure in the project description you give some socio economic data and/or issues that the school or LA is trying to achieve in the area. This sets the context for why we are asking the contractor to focus on particular priorities due to high 16–24 unemployment figures or high social deprivation in the areas (due to communities first status etc)
- Signpost the Contractors to particular contacts to support the delivery against priorities (Job Centre Plus etc)

ISSUE MINI COMPETITION

TR& T —EVALUATE

- How the contractor will achieve the 78 week target with the priority groups you have identified

COMMUNITY BENEFITS PROGRAMME– CANNOT EVALUATE

- Community Benefits Programme– Programme of wider Community Benefits

AWARD STAGE-

- Appoint successful contractor
- Client and Contractor meeting to complete Employment and Skills Plan – agree targets
- Community Benefit (CB) Programme form condition of contract
- Ensure Community Benefit (CB) Measurement tool is completed every 12 months or at the end of the project whichever is first
- Client support contractor to deliver against priorities and targets

PROJECT SPECIFIC COMMUNITY BENEFITS

Appendix 1

List of potential future users of the Framework

No.	Organisation	Sector
	Welsh Government	Central Government
	Arts Council of Wales	Assembly Government Sponsored Bodies
	Care Council for Wales	Assembly Government Sponsored Bodies
	Careers Wales	Assembly Government Sponsored Bodies
	Data Unit Wales	Assembly Government Sponsored Bodies
	Local Government Boundary Commission	Assembly Government Sponsored Bodies
	National Library of Wales	Assembly Government Sponsored Bodies
	National Museum & Galleries Wales	Assembly Government Sponsored Bodies
	National Resources Wales	Assembly Government Sponsored Bodies
	Royal Commission for Ancient & Historical Monuments of Wales	Assembly Government Sponsored Bodies
	Social Security Improvement Agency (SSIA)	Assembly Government Sponsored Bodies
	Sports Council for Wales	Assembly Government Sponsored Bodies
	Wales Centre for Health	Assembly Government Sponsored Bodies
	Welsh Language Board	Assembly Government Sponsored Bodies
	Children's Commissioner for Wales	Assembly Government Sponsored Bodies
	Estyn	Assembly Government Sponsored Bodies
	General Teaching Council for Wales	Assembly Government Sponsored Bodies
	Higher Education Funding Council for Wales (HEFCW)	Assembly Government Sponsored Bodies
	Snowdonia National Park	Assembly Government Sponsored Bodies
	Wales Audit Office	Assembly Government Sponsored Bodies
	Conwy County Borough Council	County Councils
	Conwy Schools	Schools
	Denbighshire County Council	County Councils
	Denbighshire Schools	Schools
	Flintshire County Council	County Councils
	Flintshire Schools	Schools
	Gwynedd County Council	County Councils
	Gwynedd Schools	Schools
	Isle of Anglesey County Council	County Councils

No.	Organisation	Sector
	Isle of Anglesey Schools	Schools
	Wrexham County Borough Council	County Councils
	Wrexham Schools	Schools
	Town & Community Councils	Local Government
	Glyndwr University	Higher Education
	University of Wales Bangor	Higher Education
	Coleg Harlech WEA North	Further Education
	Grwp Llandrillo- Menai	Further Education
	Deeside College	Further Education
	Yale College Wrexham	Further Education
	North Wales Fire and Rescue Service	Emergency Services
	North Wales Police	Emergency Services
	Wales Environment Trust	Charities & Third Sector
	Capital Region Tourism	Other
	Cynnal Cymru	Other
	Welsh Local Government Association	Other
	WRAP	Other
	Court Services	Other
	DVLA	Other
	Food Standards Agency	Other
	Office For National Statistics	Other
	Royal Mint	Other
	The Carbon Trust	Other
	One Voice Wales (Town & Community Councils)	Other
	The Patent Office	Central Government
	Companies House	Central Government
	Parliamentary Service (National Assembly for Wales Commission)	Central Government
	Colleges Wales (Formally Fforwm)	Further Education

Appendix 2

Framework Charter

Framework Mission

Secure improvements to the built environment through delivery of best value, energy efficient, sustainable facilities; utilising the highest possible safety and environment standards, innovation and collaboration, whilst creating a lasting legacy through targeted investment in employment and communities.

Framework Behaviours

An Open and Honest Approach	Forging Mutual Respect and Understanding	Acting in a Manner to Foster and Deliver an Effective and Collaborative Environment for Framework Success	Operating a No Blame, non-Adversarial Culture	Actively Contributing at all Junctures in the Best Interests of the Framework - Framework First	Actively Communicating and Sharing Best Practice in an Open and Honest Manner	Ensuring Prompt and Fair Payment to All

Appendix 3

North Wales Framework

Key Performance Indicators

Year 1

The KPIs below are the agreed performance measures to be collected and analysed during the first year of operation of the Framework. Further KPIs will be agreed on a Project-by-Project basis at the sole discretion of the NW Authorities and Users. Targets will be developed as part of the development workshops once the Framework is awarded.

KPI/ Evidence	Objective	Measurement Method
Cost Predictability – Construction	To measure the reliability of cost estimates for construction on Projects.	Actual construction cost (a3) Estimated Construction Cost at Commit to Construct*(b3) ((a3 – b3)/ b3) X 100= %variation *The estimated Construction Cost at "Commit to Construct", will be updated to reflect authorised changes in the budget and/or changes requested by clients that have an impact on the cost of the project Commit to Construct: the date the instruction is issued to the contractor.
Overall Cost	To measure Construction cost per sqm	Final Cost per sqm of ground floor area (just building cost) For comparison purposes against national average
Defects – Speed of response to	To measure how quickly defects are resolved	Response time for reported defects. Time when the defect was reported to Time when the defect was resolved (a1) Priority response time for the type of defect (b1) (b1-a1)/b1x100= resolution speed as % % of defects resolved within the time frame. Priority : Urgent – within 24 hours Medium – within 96 hours Low – 7 to 14 days

KPI/ Evidence	Objective	Measurement Method
Time Predictability – Construction	To measure the reliability of time estimates for construction on Projects.	% variation from target project duration (c) Intended delivery time (a) Actual delivery time (b) ((b–a)/a)X100 = (c) Intended delivery time must include authorised EoT *The Intended delivery time, will be updated to reflect authorised changes and/or changes requested by clients that have an impact on the delivery time of the project
Customer Satisfaction – General	To ensure customer satisfaction on Projects.	Survey to be agreed by the Authority and Contractor but may include: • performance overall; • provision of information overall; and • payment overall. Surveys to be prepared and issued at, • Handover • 6 months after handover • End of defects Measure of customer satisfaction by reference to an agreed scale. 10 Totally satisfied 8 Mostly satisfied 5/6 Neither satisfied nor dissatisfied 3 Mostly dissatisfied 1 Totally dissatisfied Customer – design team, project Manager
Client Satisfaction – Completed Project	To ensure client satisfaction on Projects.	Surveys to be prepared and issued at, • Handover • 6 months after handover • End of defects Measure of customer satisfaction by reference to an agreed scale. 10 Totally satisfied 8 Mostly satisfied 5/6 Neither satisfied nor dissatisfied 3 Mostly dissatisfied 1 Totally dissatisfied Client – end user, project sponsor, service.

KPI/ Evidence	Objective	Measurement Method
Contractor Satisfaction – General	To ensure contractor satisfaction on Projects.	Survey to be agreed by the Authority and Contractor but may include: Surveys to be prepared and issued at, Handover 6 months after handover End of defects Measure of customer satisfaction by reference to an agreed scale. 10 Totally satisfied 8 Mostly satisfied 5/6 Neither satisfied nor dissatisfied 3 Mostly dissatisfied 1 Totally dissatisfied Customer – design team, project Manager
Delivery of Community Benefits	To ensure delivery of Community Benefits	Community Benefits Programme being delivered in time and quality and in accordance with Community Benefits Programme.
Targets Employment Skills Plan	To ensure delivery of ESP and target groups	Targets being delivered against Community.
Radius supply chain engagement	To measure the distance between the project site and the supply chain delivering it.	Number of suppliers in each of the following categories: 0–20 miles 21–40 miles 41 – 60 miles 60+ miles
Waste diverted from landfill	To measure what percentage of the total waste diverted from landfill.	Breeam criteria
Air tightness	To measure the building air tightness.	Measured via Air Tightness test against PartL2 BRegs
Number of defects	Number of defects recorded at practical/ substantial completion.	number defects/m2
Health and Safety		Accident Frequency Ratio (AFR) Accident Incidence Ratio (AIR)

Notes

- Initial KPI targets will be setup by comparison with CEW KPI information
- KPIs will be collected at Pre construction stage, Contract Award, Through construction and on completion and in some cases post completion according to the type of evidence required.

Appendix 4

The North Wales Schools and Public Buildings Contractor Framework (NWSPBCF)

Proposed Project

Lot 1,2,3

Expression Of Interest

Please could you complete the form below to express your interest in utilising the NWSPBC Framework. This will enable the Framework Manager to assess whether your project qualifies for using the Framework.

Once received you will be contacted by the Framework Manager to discuss your project in more detail and provide you with the relevant Framework templates for you to complete.

Local Authority/Public Sector Body	
Project Contact Details	
Project location	
Estimated project value	£
Timeline Information (including start date, end date etc.)	

Appendix 5

The North Wales Schools and Public Buildings Contractor Framework (NWSPBCF)

Proposed Project

Lot 1,2,3

Registration Form

Please could you complete the form below to register your interest in utilising the NWSPBC Framework. This will enable the Framework Manager to register your project onto the Framework and to ensure you receive assistance in accessing the Contractors in your particular lot.

Once received you will be contacted by the Framework Manager to discuss your project in more detail and provide you with the relevant Framework templates for you to complete.

Project Number	Filled in by Framework Manager
Contact Details of Project Manager	Name, telephone, email address, location
Proposed Project	
Estimated project value	£ £ (estimated build cost)
Proposed form of contract	NEC, JCT etc.
Mini Tender is going to be issued through	Name of public sector body or organisation
Outline Brief	Insert narrative here
Procurement (weightings)	Mini tender will be evaluated on a ?/? quality/ commercial scoring basis
Procurement Process	One or two stage process
Procurement Tool	Eg, Proactis, Bravo, paper based etc

Timelines

Timeline	Period to deliver project
Mini tender:	Insert timeframes for selection of contractor
Issue Tender Documentation	Date to be issued
Tender Period	Timeframe in Weeks
Evaluation Period	Timeframe in Weeks
Appointment of Contractor	Date in which contractor is to be appointed
Site visit/briefing session	Estimated date
Clarification interviews	Estimated date
Target cost formulation & agreement	Timeframe
Construction Start Date	Start of Construction
Construction End Date	End of Construction/ Completion

If necessary please also complete the Framework Charter and Framework Access Agreement forms.

Appendix 6

List of Abbreviations

AFR	Accident Frequency Ratio
AIR	Accident Incidence Ratio
BIM	Building Information Modelling
CB	Community Benefit
CITB	Construction Industry Training Board
D&B	Design and Build
ECI	Early Contractor Involvement
EoI	Expression of Interest
ESP	Employment Skills Plan
JCT	Joint Contracts Tribunal
KPI	Key Performance Indicator
LA	Local Authority
NCSA	National Construction Skills Academy
NEC	New Engineering Contract
NEETS	Not in Education, Employment or Training
NWSPBCF	North Wales Schools and Public Buildings Contractor Framework
OJEU	Official Journal of the European Union
OMB	Operational Management Board
RIBA	Royal Institute of British Architects
SIG	Special Interest Group
SMB	Strategic Management Board
SME	Small and Medium Enterprises
Q/P	Quality / Price
TR&T	Targeted Recruitment and Training

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